

July 15, 2016



Dear Elmbrook Staff Members:

Thank you to the 625 staff members who participated in the 2016 Satisfaction Survey.

In 2016, we revised our student and staff surveys, focusing on engagement and the many ways stakeholders interact with their school community and place of employment. While these changes limit trend analysis, the information collected provides a deeper perspective on stakeholder engagement and satisfaction than previously collected. Ultimately, this level of detail will allow for a more targeted response.

The new survey consists of five drivers (e.g. Meaningful Work – bolded below) and twenty elements (e.g. Select to Fit). Results are scored (4 = Strongly Agree, 3 = Agree, 2 = Disagree, 1 = Strongly Disagree) and the driver and element score is an average of all responses. Staff participation in 2016 returned to previous year's levels, with 675 respondents (473 in 2015, 790 in 2014). Results are shared with school and district leadership teams, employee roundtable groups, and are posted to the website (www.elmbrookschoools.org/surveyresults).

Despite the new scoring method, the District's approach to identify domain strengths and opportunities for improvement continues. Analysis of the *Staff Survey Responses* suggests the following:

Survey elements that received strong support:

- **Small Empowered Teams (3.4)** - Staff members work in professional learning communities to get their work done, frequently sharing ideas and information with one another
- **Mission & Purpose (3.2)** - Staff members are deeply connected to the mission and meeting the needs of every student
- **Clear & Transparent Goals (3.2)** - Staff members receive annual performance reviews that includes a goal-setting process for individual and team/school performance

Survey elements identified as opportunities for improvement:

- **Invest in Management Development (2.7) & Facilitated Talent Mobility (2.9)** - As each employee group's strategic compensation plan is completed in the next eighteen months, career pathways are being purposefully developed to attract and retain staff in their career pursuits, particularly for hard-to-fill positions across the District.

- Training and Support on the Job (2.8) - While staff members frequently participate in training and professional development, there is an opportunity to train more deeply on new work or changing expectations for all employee groups.

The School District of Elmbrook values the feedback and uses the results to:

1. Inform the annual School and District Improvement planning process, which develops action plans and accountability measures that are monitored and reported throughout the year.
2. Guide performance feedback - results from all student, parent and staff surveys are reported to the Board of Education and used throughout the evaluation process.
3. Celebrate success – historically our stakeholders take great pride in our district and that is reflected throughout the survey results. Collecting feedback annually validates the direction of the district, as well as guides improvement efforts.

Thanks again for taking the time to offer both formal and informal feedback. It is greatly appreciated!

Chris Thompson
Chief Information Officer

District Employee Engagement Scorecard - All Staff

Response Count **625**

Meaningful Work	Hands-On Management	Positive Work Environment	Growth Opportunity	Trust in Leadership
3.1	3.0	3.1	3.0	3.1
Autonomy	Flexible Work Environment	Clear & Transparent Goals	Training and Support on the Job	Mission & Purpose
3.0	3.1	3.2	2.8	3.2
Select to Fit	Coaching	Humanistic Workplace	Facilitated Talent Mobility	Continuous Investment in People
3.2	3.0	3.2	2.9	3.0
Small & Empowered Teams	Invest in Management Development	Culture of Recognition	Self-Directed Talent Development	Transparency & Honesty
3.4	2.7	3.1	3.1	3.0
Time for Slack	Modern Performance Management	Inclusive & Diverse Work Environment	High-Impact Learning Culture	Inspiration
2.9	2.9	3.0	3.2	3.1